EXHIBITS

Exhibit 3: Consolidated Responses of the Mayor, Chief of Staff, Deputy Mayor/City Administrator, and Deputy Mayor for Public Safety and Justice

GOVERNMENT OF THE DISTRICT OF COLUMBIA EXECUTIVE OFFICE

OFFICE OF THE CITY ADMINISTRATOR DEPUTY MAYOR



March 19, 2001

Charles C. Maddox, Esq. Inspector General Office of the Inspector General 717 14th Street, NW Washington, DC 20001

Dear Mr. Maddox:

Thank you the opportunity to review the Office of the Inspector General's draft report, Audit of Contract Performance Measures and the Mayor's Scorecard Measures (OIG-00-2-12MA) prior to issuing the final report. This letter represents the consolidated comments of the Mayor, Chief of Staff, Deputy Mayor/City Administrator and Deputy Mayor for Public Safety and Justice.

As you noted in your letter of March 15, the Office of the City Administrator (OCA) requested that your office initiate this audit on behalf of the Mayor. At the announcement of the District's 2000 Scorecard Goals in April 2000, Mayor Williams made clear his commitment to both an open and transparent government and to independent verification of the District's reported results. Your office's audit of selected agencies' performance contract and scorecard measures supports our efforts to meet those commitments.

Before addressing the text of the audit report, I would like to take this opportunity to thank you and your staff for the considerable time and resources devoted to this effort over the last nine months. This has been a collaborative effort between your office and mine and while we have not always agreed with each of your initial findings, you have taken our concerns and additional information into consideration before issuing final reports. Furthermore, as a result of your work, the staff of the Mayor and the City Administrator as well as the staff of the agencies that your office reviewed have a better understanding of the performance audit process, the types of records they should have readily available and the importance of clear documentation of standard practices.

The Mayor's long-term objective for this initiative is to develop uniform standards and guidelines for District agencies so their performance data management practices are clearly documented and transparent to auditing or oversight bodies that review District agency performance data. Your office's findings have helped us begin this critical process to improve the credibility and reliability of District agencies' reported performance results.

OIG Comment: The OIG's field work was conducted between September 1, 2000 and January 31, 2001.

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Charles C. Maddox March 19, 2001 Page 2 We plan to share this report with all District agencies as part of our initiative to establish data management and reporting standards by summer 2001. We look forward to continued input from the Office of the Inspector General and welcome recommendations from the District of Columbia Auditor and the U.S. General Accounting Office for establishing the proposed guidelines. We have very few specific comments regarding the text of the final draft, primarily to correct minor factual errors or clarify a few points. These are included in an attachment to this letter. Thank you again for the efforts of your staff over the last nine months. Deputy Mayor/City Administrator CC: Anthony A. Williams, Mayor Abdusalam Omer, Chief of Staff Margret Nedelkoff Kellems, Deputy Mayor, Public Safety and Justice Charles H. Ramsey, Chief, Metropolitan Police Department Ronnie Few, Chief, Fire and Emergency Medical Services Department Leslie Hotaling, Acting Director, Department of Public Works Daniel Tangherlini, Acting Director, District Division of Public Works Sherryl Hobbs, Newman, Director, Department of Motor Vehicles ENC

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Charles C. Maddox March 19, 2001 Page 3 Attachment Page iv, Paragraph 5 The Fire and Emergency Medical Services Department has changed its plans regarding the establishment of paramedic engine companies. The projected establishment date of two additional paramedic engine companies has been changed from February 2001 to no later than September 2001. Page 7, Paragraph 2 The necessary authorizing language to clear the way for cross-trained paramedic/firefighters has been inserted into the FY 2002 Budget Support Act. Page 11, Paragraph 5 OCA has delayed the finalization of FY 2001 performance contracts until mid-April.